

Rick Norris Introduces Buyer-Perspective Framework for Business Owners

The framework grew from changes Norris made after two successful businesses became too dependent on his time and attention.

LOS ANGELES, CA, UNITED STATES, August 25, 2026 /EINPresswire.com/ -- Entrepreneur, investor, and business advisor Rick Norris, CFA, has introduced a buyer-perspective framework for business owners based on lessons from rebuilding two successful companies that had become too dependent on his time and attention.

The framework centers on a question Norris eventually asked about his own companies:

“Would I buy my own business?”

His answer was no.

“If a business owner would not choose to buy the company as it exists today, the next question is why,” Norris said. “The answers can point directly to what is working, what is not, and what may need to change.”

The approach grew from more than 35 years of building businesses, investing in companies, and advising on more than 300 mergers and acquisitions.

During that time, Norris observed that owners and buyers can look at the same company and reach very different conclusions.

Owners have detailed knowledge of their businesses and understand the history behind years of decisions, relationships, systems, and growth. Buyers bring something different: distance. They are often more willing to question why certain practices exist, what creates value, what creates risk, and what may have accumulated simply because it was never reconsidered.



Rick Norris, CFA - Entrepreneur, Investor and Business Advisor

“Running a business and evaluating one are two different skills,” Norris said. “Owners spend every day making the business work. Buyers spend their time deciding whether the business is worth owning. There is value in bringing both perspectives together.”

Eventually, Norris applied that same scrutiny to his own businesses.

He had started businesses in part to create greater independence and control over his life. Years later, he was working seven days a week across Hampton Nautical, the nautical home décor e-commerce company he founded, and Blue Chip Macro, his investment management firm, which at the time managed more than \$100 million in client assets.

He had not taken a vacation day in 15 years.

A severe case of COVID forced Norris away from both businesses for months. When he returned, he began questioning which parts of the companies genuinely required his involvement and which had simply developed that way over time.

At Hampton Nautical, Norris began evaluating the company as though he were considering buying it that day.

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The goal isn't to think like a buyer because you're planning to sell. It's to ask what you would change if you were choosing to buy the business today.”

Rick Norris, CFA

The review led to substantial changes. Roughly 5,000 of Hampton Nautical's 8,000 products were identified for discontinuation as existing inventory was sold. Managers received more authority, operations were simplified, and plans to double the company's warehouse space were rejected.

Over time, revenue declined substantially.



Hampton Nautical at its grand opening, before Norris later simplified the business and reduced its dependence on him.



Rick Norris at his Blue Chip Macro trading desk, before redesigning an investment process that required his constant attention.

Profits stayed roughly the same.

That result changed the way Norris thought about growth. Some of the revenue the company had spent years pursuing had been adding complexity without creating comparable value.

At Blue Chip Macro, the challenge was different.

An investment process developed over many years had become dependent on Norris's constant attention. He simplified the process and separated decisions that genuinely required his judgment from research and monitoring that capable team members could handle.

Norris continued making the final investment decisions. The change was not about removing responsibility. It was about determining where his personal involvement actually improved the outcome.

The experiences at Hampton Nautical and Blue Chip Macro led Norris to a similar conclusion:

Growth should make a business better, not just bigger.

"The goal isn't to think like a buyer because you're planning to sell," Norris said. "It's to ask what you would change if you were choosing to buy the business today."

Norris said the same perspective can help owners reconsider long-standing assumptions about products, customers, employees, systems, leadership, capital allocation, growth, and the owner's role in the company.

The experiences later became part of Norris's business advisory work at Blue Chip Macro, where the buyer-perspective framework is used to evaluate business decisions and long-term value creation.

Norris has also published the stories behind the framework at RickNorris.co, including "[When Your Business Owns You](#)," a [Hampton Nautical case study](#), and a [Blue Chip Macro case study](#).

About Blue Chip Macro

Blue Chip Macro is a business advisory firm led by Rick Norris, CFA. The firm works with business owners on strategy, growth, operations, leadership, systems, and long-term value creation.

About Rick Norris

Rick Norris, CFA, is an entrepreneur, investor, and business advisor with more than 35 years of experience building businesses, investing capital, and advising on more than 300 mergers and

acquisitions.

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